

## **Recommendation 1: Enhance User Experiences Through Environmental & Built Infrastructure**



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### **Objective 1.1: Proactively maintain facilities and amenities.**

- Prioritize safety and cleanliness, especially in restrooms, the lake, on pathways, and high-use areas of the park.
- Conduct maintenance tasks in accordance with established service level.
- Prioritize maintenance of existing trees to help sustain and enhance benefits of the urban forest.
- Develop annual park maintenance plan.
- Prioritize and maintain asset management practices to ensure lowest possible life-cycle costs.
- Minimize community disruptions by coordinating repair or replacement efforts.
- Continue to implement Capital Improvement Program for existing infrastructure.
- Capture operating impacts in order to maintain infrastructure.

### **Objective 1.2: Increase shade.**

- Implement Urban Forestry Master Plan principles, goals, and targets.
- Replace missing trees and plant new trees to help sustain canopy and maintain species and age diversity.
- Plant additional trees and install shade structures in areas of highest use and most extreme heat, as recommended in the draft Health Impact Project report.
- Utilize certified and trained urban forest staff for maintaining the park's urban forest.
- Assess and update the park's tree inventory annually.
- Develop and implement annual park urban forest assessment.

### **Objective 1.3 Enhance safety and security.**

- Prioritize park cleanliness.
- Ensure doors are installed on all restroom stalls.
- Assess overall park, recreation center and pathway lighting, especially along trails and secluded areas, to increase general safety and security.
- Convert High Pressure Sodium (HPS) lighting to LEDs and consider additional lighting in secluded areas or areas of high visitation that may be under lit.
- Add security cameras as recommended by the City's security assessment.
- Consider adding fencing or more frequent monitoring of secluded areas, as well as areas of the park that experience increased vandalism.
- Educate and enforce leash laws.

- Perform infrastructure inspections according to manufacturer recommendations; prioritize and address repair needs.

**Objective 1.4 Update and modernize Kiwanis Park, as well as individual activity zones.**

- Develop conceptual plans for the Ruben Romero Picnic Activity Zone, Sister Cities Activity Zone, North Activity Zone, Recreation Center Activity Zone and the Ballfield Activity Zone.
  - Consider relocating the Dick and Jane Neuheisel Sister Cities Garden to a different location/activity zone within the park.
  - Consider adding or modifying primary and support amenities to expand and/or improve the use of areas.
- Address items identified in the Asset Inventory and Assessment.
- Consider standardized items for high demand/high use components when adding or replacing park components or amenities.
- Consider specific design standards for Kiwanis Park.
- Integrate technology to improve park experiences, where appropriate.
- Ensure design standards align with Kiwanis/The Lakes character area.

**Objective 1.5 Update and modernize the Kiwanis Recreation Center.**

- Develop conceptual plan for the renovation of the Kiwanis Recreation Center and Aquatic Facility that incorporates resiliency and sustainability.
- Develop a comprehensive equipment asset inventory management plan including age, size, capacity, maintenance history and practices, projected service life, etc.
- Perform a facility equipment audit.
- Work closely with other City teams such as Facility Maintenance and Custodial to maintain the current infrastructure.
- Work with the Facilities team to track planned, corrective and reactive maintenance.
- Ensure facilities, activities and events are accessible to the community.

**Objective 1.6: Enhance accessibility and inclusion.**

- Implement Tempe's ADA transition plan.
- Focus increasing outreach efforts to underrepresented park users.
- Consider developing and implementing a fully inclusive play area in the North Lake Activity Zone.
- Consider partnering with boards and commissions beyond the Parks, Recreation, Golf and Double Butte Cemetery Board, such as the Commission for Disability Concerns, in future Kiwanis Park planning efforts.

**Objective 1.7 Improve sports fields.**

- Explore lighting unlit fields.
- Explore gating entrances to ballfields.
- Explore overseeding ballfields.
- Develop and implement annual turf management plan for sports fields.
- Develop and implement field-lining standards for turf multi-use fields.

**Objective 1.8 Explore additional amenities in areas of low use.**

- Consider additional amenities in identified areas of low service, like a dog park, exercise equipment, etc., as referenced in the Asset Inventory & Assessment.

- Continue to provide park open space.
- Consider uses for the open concrete pad within the Dick and Jane Neuheisel Sister Cities Garden.

**Objective 1.9 Improve primary and support assets.**

- Plans infrastructure investments consistent with community needs, anticipated growth, and adaptation strategies.
- Consider adding or modifying support amenities to expand and/or improve the use of areas.
- Explore improving/replacing support assets throughout the park.
- Integrate technology into infrastructure.

**Objective 1.10 Improve park connectivity.**

- Continue to improve connectivity through the park and within activity zones.
- Continue to develop and highlight connections to neighborhoods.
- Connect people to other trails/paths in partnership with other City departments, as opportunities become available.

**Objective 1.11 Improve parking.**

- Evaluate existing parking for additional opportunities.
- Evaluate existing parking lot lighting infrastructure and levels.
- Provide additional parking opportunities with necessary infrastructure, like lighting.
- Explore striping on-street parking.
- Re-evaluate the need for red curbing through the park.

**Objective 1.12: Improve wayfinding and signage.**

- Add signage, wayfinding, and mobile apps.
- Add leash law signage.
- Mark trail distances throughout park.
- Install comprehensive park map.
- Consider installing new flag poles with lighting and leaving flags out at the Dick and Jane Neuheisel Sister Cities Gardens throughout the year.
- Develop a tree tour application for the park.
- Identify surrounding non-motorized connections such as multi-use paths and bike boulevards.

## **Recommendation 2: Enhance User Experiences Through Activities, Events, Leagues, and Programs, Service Delivery and Affordability**



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### **Objective 2.1: Establish a service delivery model that promotes social equity as well as community health and wellness**

- Expand access by enhancing programming for target populations
- Cultivate additional partnerships with diverse community groups to develop and expand opportunities that serve more individuals
- Identify cultural recreation interests within the community and develop activities, events, leagues and programs that align with those interests.
- Work with other service providers to add new classes and programs based on new recreation trends.
  - Silver Sneakers, summer camps, Esports etc.
- Maintain and enhance quality of life including community health and wellness, quality of facilities, quality of activities, leagues and programs as well as value of special events
- Actively lead in promoting and organizing improvements to community health and wellness and quality of life within the community

### **Objective 2.2: Ensure customer satisfaction is a top priority**

- Develop customer services practices that are reliable, responsive and affordable
- Tailor customer service to meet the expectations of a diverse range of individuals and community groups

### **Objective 2.3: Ensure financial sustainability of activities, events, leagues and programs at Kiwanis Park & Recreation Center**

- Efficiently use services and operations to produce economic vitality and engender overall community improvement
- Review rates to be in line with cost recovery methodology; considering affordability
- Review and update current youth scholarship program for park and center activities, events and services
  - Simplify the application process
- Explore a range of partnership models that expand the reach of the center, invite people to the center and leverage financial resources including, grants, donations, endowments, etc.
- Develop and maintain relationships with foundations and nonprofits to leverage fundraising opportunities
- Manage services, infrastructure and operations to provide for long-term financial sustainability

**Objective 2.4: Provide quality volunteer opportunities and experiences that support facility operations and engage the community**

- Evaluate volunteer satisfaction; including retention and quality of experience, for future improvement
- Volunteer recognition and incentives
- Associate the volunteer's experience and expertise with applicable opportunities
- Park ambassador program

**Objective 2.5: Ensure service sustainability and affordability through data collection and analysis.**

- Develop a performance management system to create metrics, collect data and evaluate strategies to determine activity, event and service effectiveness
- User satisfaction evaluations and surveys
- Understand and plan for future variability (trends, extreme environmental events, community emergencies, etc.)
  - Plans for and actively manages to maintain business continuity
  - Annually review research on best practices, local and national trends
  - Collaborate with other entities in the implementation of the City's Climate Action Plan
  - Develop practices and procedures that support the Parks and Recreation Division's Continuity of Operations Plan
- All activities, events, and services should be in alignment with the City's performance measures
- Conduct facility and participation counts and program evaluations.

**Objective 2.6: Integrate technology into programs and services**

- Continue to educate the community on the benefits of the tennis center's PlaySight technology manages and utilizes data from automated and smart systems
- Expand public WIFI beyond the recreation center into the park
- Remain aware of and adopt in a timely manner technology improvement

## **Recommendation 3: Enhance Organizational Efficiencies**



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### **Objective 3.1: Enhance the public's perception of park maintenance**

- Publicize the park's annual maintenance plan.
- Consider adding a Volunteer Coordinator to help supplement maintenance activities in Kiwanis Park and other parks.
- Publicize opportunities for residents and park users to collaborate on volunteer projects.

### **Objective 3.2: Increase staff and resources as the number of programs, amenities and facilities within the Kiwanis Park increases**

- Ensure that staffing levels are adequate to meet both qualitative and quantitative standards for a regional park.
- Proactively solicit volunteer support for the park, including areas like the rose garden, etc.

### **Objective 3.3: Ensure the organizational structure of the division remains efficient in managing Kiwanis Park and Recreation Center**

- Regularly review organization structure and performance.
- Develop ongoing performance improvements informed by performance monitoring

### **Objective 3.4: Enhance and improve activities, programs, and services in Kiwanis Park to stay ahead of recreation trends**

- Continue to monitor national and regional trends.

### **Objective 3.5: Enhance the sense of ownership and pride amongst Kiwanis Park users**

- Increase awareness of programs and the park and recreation center.
- Publicize opportunities for residents and park users to collaborate on volunteer projects.

### **Objective 3.6: Explore additional partnerships to assist with funding, volunteering, and marketing**

- Look to develop relationships with local business, service agencies, clubs, and organizations to seek funding (rose garden maintenance).
- Partner with other City departments on shared equipment.

### **Objective 3.7: Enhance safety and security**

- Continue working with the Police, Human Services, and other City Departments to develop strategies to enhance safety and security in the parks.

**Objective 3.8: Plan for changing demographics and growth**

- Continue to monitor local demographics.

**Objective 3.9: Implement a leadership and employee development program**

- Develop and maintain a trained and satisfied workforce at all levels of the organization.
- Work with employees to align performance expectations and job descriptions.
- Encourage and support additional training and certification.
- Develop employee focused organizational objectives and targets aligned with the City's Performance measures.
- Plan to minimize future vacancy impacts through succession planning.
- Provide opportunities for leadership development through community involvement and special projects.

**Objective 3.10: Create internship opportunities**

- Develop an internship for college students pursuing a parks and recreation or related field degree.

**Objective 3.11 Improve Operations and Maintenance Yard**

- Explore improving/renovating/expanding existing Operations and Maintenance Yard and associated facilities.

## **Recommendation 4: Increase Financial Opportunities**



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### **Objective 4.1: Continue to monitor affordability of programs and services occurring with Kiwanis Park and the Kiwanis Recreation Center**

- Monitor resource allocation, spending, and cost recovery associated with program and services to ensure continued affordability for the community.

### **Objective 4.2: Utilize equitable user fees for programs and services to ensure the entire community has an opportunity to participate occurring with Kiwanis Park and the Kiwanis Recreation Center**

- Monitor resource allocation, spending, and cost recovery associated with program and services to ensure continued affordability for the community.

### **Objective 4.3: Review current Development/Developer Fees**

- Monitor State regulations with regards to Development/Developer Fee levels.

### **Objective 4.4: Explore additional funding options to improve overall park and recreation center experiences**

- Seek funding to align maintenance with existing qualitative and quantitative standards (labor, materials, supplies & equipment).
- Continue to explore additional funding sources and develop strategies to seek alternative funding sources.
- Capture operating impacts in order to maintain additional infrastructure.

### **Objective 4.5: Explore opportunities to increase sponsorships**

- Continue to explore additional sponsorship opportunities for special events.

### **Objective 4.6: Continue to pursue grant and philanthropic opportunities**

- Consider new grant opportunities available for programming and parks and facility improvements.

### **Objective 4.7: Pursue alternative funding opportunities**

- Conduct conversations with other City departments to explore partnerships and alternate funding sources.

### **Objective 4.8: Determine sustainability of current funding methodology for Kiwanis Park and the Kiwanis Park Recreation Center**

- Conduct a Funding Opportunities Exercise to determine the sustainability of the current Departmental funding mechanisms.
- Understand and plan for full lifecycle cost of services, infrastructure and operations



**Objective 4.9: Develop a business plan for the Kiwanis Recreation Center (facility, activities and services)**

- Adjust programming to improve service delivery
- Sustainable management practices
- Determine the total costs associated with the operation of Kiwanis Park and Recreation Center activities and services
- Identify direct and indirect costs of providing services
- Establish a cost recovery methodology that includes direct and indirect expenditures
  - Establish cost recovery rates for programs and services based on community or individual benefit
  - Develop objectives for activities and services that specify outcomes or impact
  - Identify cost recovery rates

## **Recommendation 5: Focus on Environmental Sustainability**



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### **Objective 5.1: Promote sustainable infrastructure**

- Develop a long-term capital plan for developing sustainable facilities.
- Develop and implement park asset management plan to extend life of non-living infrastructure.
- Explore additional sustainable infrastructure design options, such as solar, water reclamation, use of bio-filters, low impact design, or alternative hardscapes, etc.
- Develop a park-wide tree/vegetation management plan dependent upon activity zone.

### **Objective 5.2: Promote sustainable maintenance practices**

- Explore use of battery-powered equipment.
- Continue to implement City's Integrated Pest Management (IPM) Program.
- Develop annual turf management program.
- Implement a tree management plan.

### **Objective 5.3: Support the City's Climate Action Plan initiatives within Kiwanis Park**

- Support community-wide priorities by implementing Urban Forestry Master Plan principles, goals and targets, as well as considering green infrastructure innovations in future capital projects and renovations.
- Support municipal priorities for city buildings, outdoor lighting, water infrastructure EV charging stations.

### **Objective 5.4: Support Water Conservation goals**

- Monitor landscape water usage and aim to be within +/- 20% of calculated ET-based water needs, with the exception of athletic turf areas which may require additional water to help turf recover from stress caused by heavy use.
- Provide necessary training to all new and existing employees on water conservation methods and best practices, including proper use of new technologies related to water efficiency.
- Implement installation of Calsense controllers to allow for appropriate watering schedule adjustments.
- Conduct routine audits of large turf areas to identify opportunities for identifying more efficient sprinkler irrigation technology.
- Regularly maintain and adjust sprinkler irrigation system components to ensure good coverage and uniform application of water.

**Objective 5.5: Support Solid Waste diversion goals**

- Install recycling containers in the park.
- Continue to provide residential Christmas tree recycling drop-off location.
- Utilize compost in the park in varying forms and locations.
- Consider redesigning neighborhood recycling drop-off area.

**Objective 5.6: Meet plant fertility needs**

- Utilize compost to improve soil health and structure.
- Fertilize turf, trees and plants as needed for optimum health.

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## **Recommendation 6: Improve Stakeholder Understanding and Support**



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### **Objective 6.1: Identify and consult with community stakeholders about recreation services, programs, events and facilities**

- Develop and implement a community engagement plan
  - Develop a framework for developing and managing community partnerships
  - Engage the community through focus groups, discussions, surveys, etc.
- Engender understanding and support from oversight bodies, community interests and regulatory bodies

### **Objective 6.2: Effectively position Kiwanis Park and Recreation Center as a destination**

- Develop and implement a marketing and outreach plan for the services, programs, events and facilities in Kiwanis Park
- Track and evaluate media coverage (social media, internet, print, TV, radio, etc.)
- Number of community outreach events that build support for the services, programs and facilities in Kiwanis Park
- Develop a park and recreation center identity for signage, wayfinding, etc.
- Actively promote an appreciation of the true value of Parks and Recreation Services, and its role in the social, economic, community and environmental health of the community.
- Develop tree tour application.

### **Objective 6.3: Engage with community organizations and partners to advance initiatives and position Kiwanis Park & Recreation Center in the community**

- Initiate community partnerships to improve service performance
- Host roundtable discussions with community partners
- Track projects, services, programs, etc. completed in association with community partners